



CENTRALE BANK VAN ARUBA



# DRIVEN BY RESULTS

Centrale Bank van Aruba

# Agenda

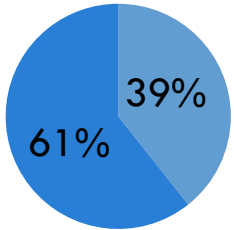
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- About CBA & HR
- Our vision
- Our role in the organization
- Becoming a strategic business partner
- Strategic goal
- Our focus
  - ▣ Recruitment & Selection
  - ▣ Performance Management
  - ▣ Training & Development
  - ▣ Talent Management

# About the CBA

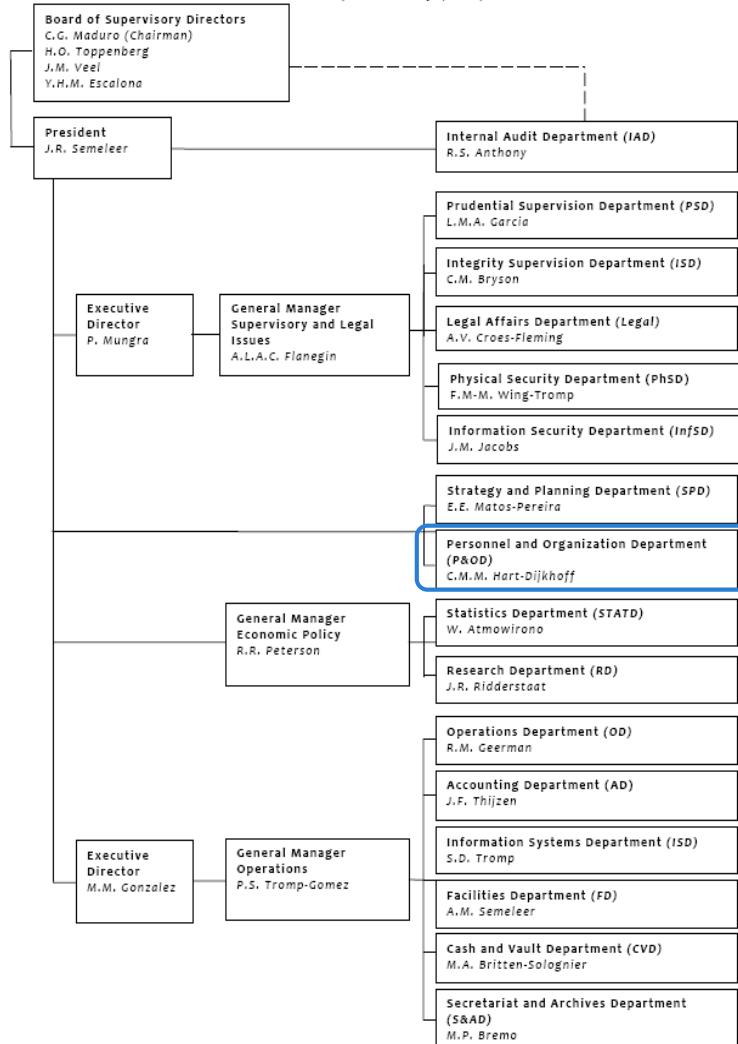
89 permanent employees in service

## Gender

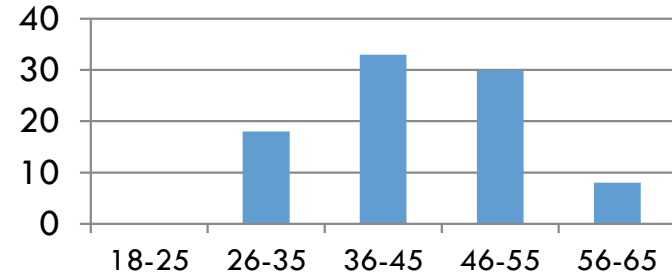


- Men
- Women

ORGANIZATION CHART  
(As of January 1, 2016)

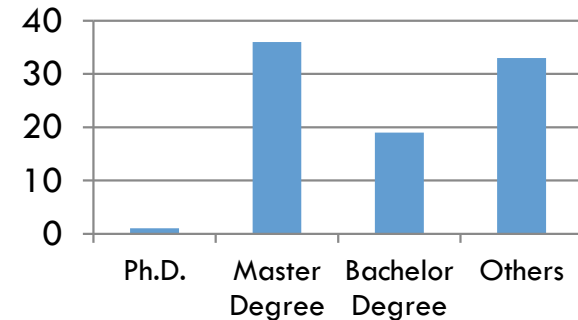


## Amount of FTE in age group

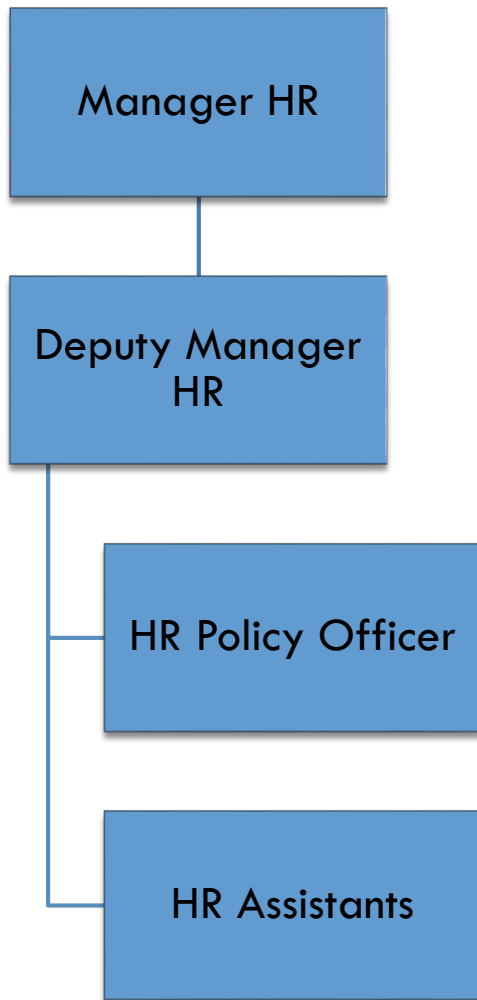


Average age 44

## Education level



# About the HR



Presenters today:  
Silvana Mangani & Melanie Croes

*5 employees working  
in the HR department*

# Our vision

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- The HR department executes the HRM policy in a correct, consistent and persistent manner, is up-to-date on all developments in the area of HR, is a **strategic business partner** for the Executive Committee, and is a trusted partner of the Executive Committee and staff.

# Our role in the organization

## The Roles of HR Ulrich's Four-Role Model



# Our current tasks

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- Execute the salary and personnel administration in a timely and correct manner;
- Digitalizing the most important HR processes;
- Review HR procedures and processes;
- A trusted partner towards the Executive Committee and staff.

# Our future focus

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- Sparring partner of the Executive Committee & Managers.
- Advice and coach Managers and employees in applying the HR instruments.
- Facilitate changes in the organization.
- Longer term thinking including an HR strategy with a multi-year plan.
- HR policies & activities complement the overall organizational strategy.



# Becoming a strategic business partner

- Understand the business, not only HR
- Use HR data and insight, and use it to increase organization results
- Re-brand HR (educating managers and employees about the role of HR)
- Coaching and advising role toward managers and employees
- Leverage performance management
- Be useful in a big way, be valuable: help the organization meet its goals by getting results
- Be measurable

# Strategic goal HR

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**CBA is an attractive organization for top talents.**

In 2020:

- A strategic HRM policy is in place and organization-wide implemented in an effective and innovative way.

# Alignment with HR instruments

To be an attractive organization it requires that we have in place an effective and innovative HRM policy that is aligned with our HRM instruments:

- Recruitment & Selection
- Performance Management
- Reward
- Promotion
- Training & Development
- Talent Management
- Strategic Personnel Planning

# Our focus 2016-2017

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We will focus in 2016 and 2017 on having an effective and innovative:

- Recruitment & selection policy;
- Performance management system;
- Training & development policy;
- Top talent management program.

→ To attract and retain top talents

# Recruitment & Selection Policy

- We recruit internally and externally.
- External recruiting conducted through local newspapers, our website and sometimes through Arubahuis.
- In the future we would like to expand our recruitment channels with more online advertising of our vacancies and the use of databanks.
- Selection commissions are formed during the different phases of selection.

# Our role in the Recruitment & Selection Process

## Responsibilities of HR:

- Draft the vacancy ad.
- Conduct the interviews with the candidates where we focus on the competencies and the fit within our organization.
- Advise on the selection of the candidates.
- Draft the employment agreement and conduct the terms of employment conversation.
- Ensure that the chosen candidate undergoes the required tests.

# Questions

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*How does your organization recruit top talents?*

*Out of whom does your selection commission consist in the different phases of the selection process?*

# Performance Management System

- Focus on results, competencies & development.
- Agreements need to be aligned with organization goals, department plan and job description.
- Define expectations and align employee behavior with organization goals and the culture.
- Ongoing process where the managers and employees work together to plan, monitor and review an employee's work goals, professional development and competencies.



# Our role in the PMS

## Responsibilities of HR

- Review and advise the President on needed changes, and adapt upon approval the PMS policy, manual and forms.
- Follow-up with the Managers to timely fill in the forms, to hold the conversations with their personnel, and to hand-in the signed forms to the HR department.
- Advise and coach the Managers in the use of the PMS.
- Provide support to the Managers when formulating performance agreements.
- Discuss the performance progress of the employees with the President and Manager(s).
- Listen to the complaints filed by employees regarding their performance appraisal, and advise the President in this matter.
- Administrative work resulting from the PMS.

# Statements

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*Team appraisal is a good idea*

*A 5-point scale is ideal*

# Training & Development

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- We support and stimulate training and development that are aligned with the formulated organization strategy and goals.
- There are different ways to support employees with their professional development.
- Collective or individual training/education & development possibilities.

# Our role in Training & Development

- Draft, evaluate and adapt the training & development policy, manual and forms.
- Make an inventory of the collective and individual needs.
- Coach managers in how to use the Personal Development Plan (PDP) form correctly and formulate SMART goals.
- Remind employees to plan the PDP reviews.
- Advise the managers about the different ways of training & development.
- Administrative work resulting from the PDP's.

# Questions

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*Based on which information does your organization draw up the budget for training and development?*

*What are the repay conditions for education & training?*

# Top Talent Management

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- Identify top talent management.
- Retain top talents through an attractive working place and working conditions.
- Alignment with other HR instruments.

# Our role in top talent management

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- Draft, evaluate and adapt the top talent management policy.
- To make an inventory of top talents.
- Advise the managers about different ways to develop individual top talents.
- Advise the President about career planning for top talents.

# Questions

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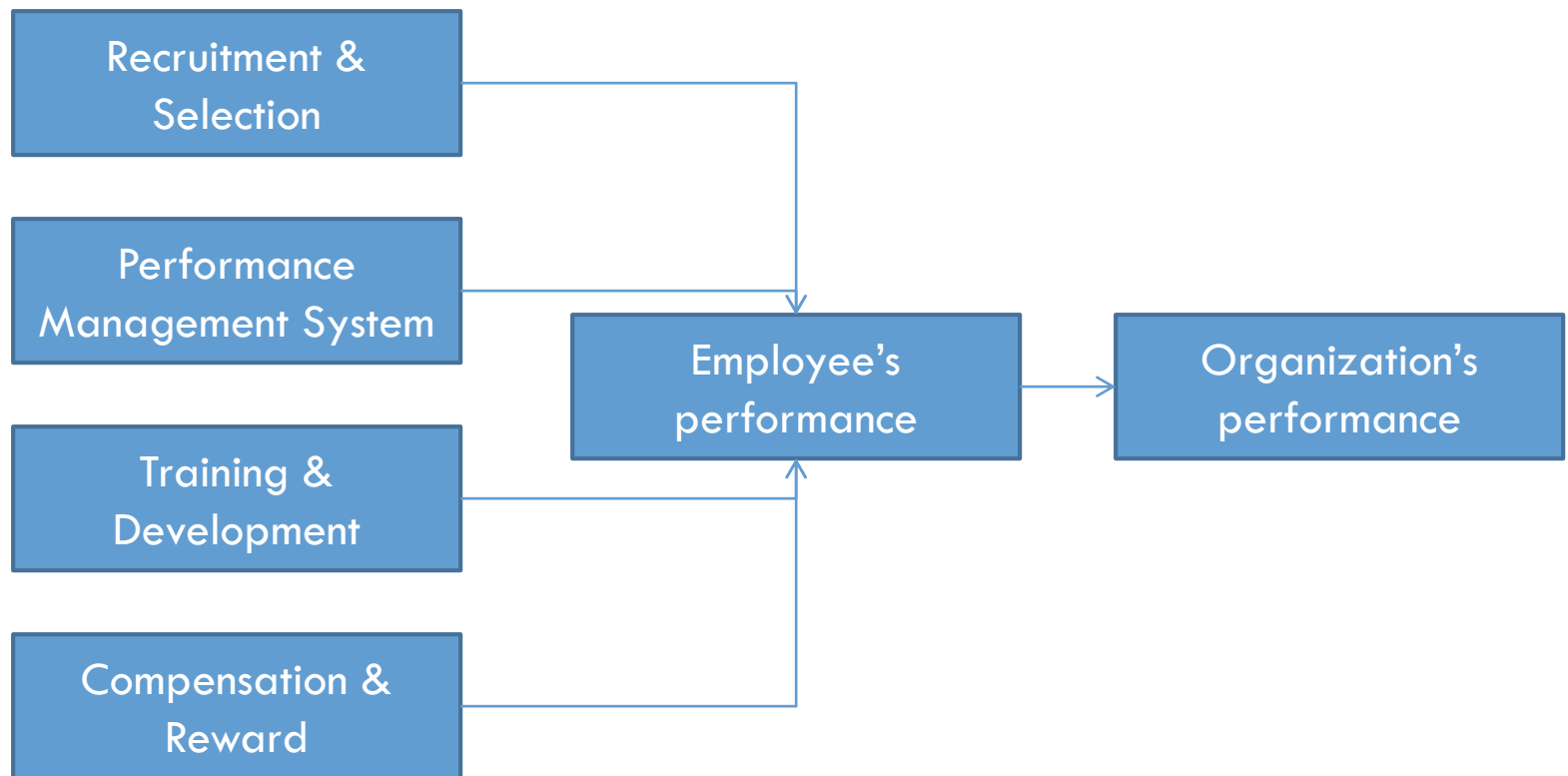
*Does your organization have a top talent management program?*

*What are the key components in your top talent management program?*



# Role of HR in linking employee with organization performance

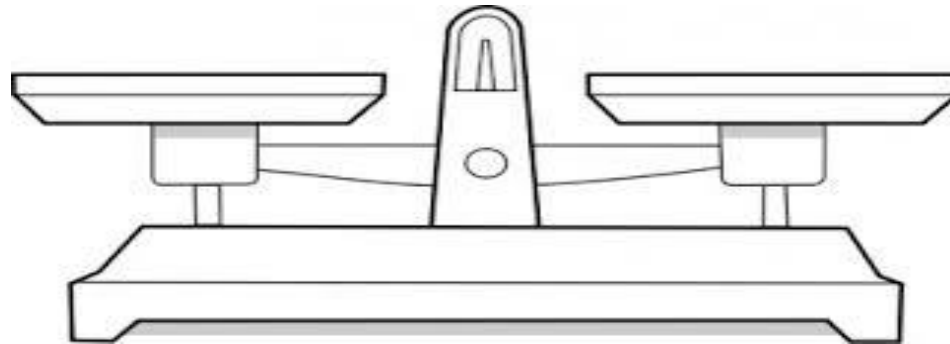
## *Role of HR*



# Conclusion

Employee's goal +  
employee's behavior

Organization's strategy  
+ organizational culture



= Results



Any questions?

Thank you for your attention!